



## LOOKING TO THE FUTURE

BY TROY A. EID  
EXECUTIVE DIRECTOR, DPA

Dear DPA Colleague,

After five years' service on Governor Owens cabinet, I will be returning to private law practice effective November 1st.

In my new role as a partner in the Denver office of Greenberg Traurig LLP ([www.gtlaw.com](http://www.gtlaw.com)), I'll continue supporting the Governor's efforts to reform Colorado's civil service system "from the outside" and will stay very much involved in the community through volunteer organizations such as the Latin American Educational Foundation.

Let me thank you for the distinct pleasure — and high privilege — of serving with you at DPA these past two years. It has been the personal and professional honor of my career. I'll miss you and treasure the memories.

The Oxford philosopher Isaiah Berlin said that Prime Minister Winston Churchill so intensely "idealized" the British people during World War II "that in the end they approached his ideal and began to see themselves as he saw them." I see DPA's employees — and our 60,000 colleagues elsewhere in state government — in much the same way. And with good reason.

If there's one thing I've learned in this job, it's this: Spend a day with me — any day, anywhere in Colorado — and you, too, will be inspired by the many sacrifices that Colorado civil servants are making on our behalf. The radio technician climbing an icy microwave tower; the snowplow driver clearing a treacherous stretch of highway; the state trooper or correctional officer confronting a violent offender; the nurse caring for the mentally ill; the social worker bringing a child out of harm's way — these and literally thousands of other Colorado state employees are heroes, not just occasionally, but time and again. They, in turn, deserve the very best from the governmental employees responsible for serving *them*.

That's where the Department of Personnel & Administration comes in. Our mission is to serve the employees who keep Colorado's \$13.6 billion state government running. Using Berlin's phrase, we should indeed try to "idealize" those employees in all 61 state departments, agencies and institutions. At our best, DPA can help bring out the best in them, making Colorado an even better place for everyone to live, work and raise a family.

Since Governor Owens appointed me in September 2001, I've worked with my many wonderful colleagues here at DPA to build and reinforce a "servant mentality" in the department that is the business center of state government. That servant approach starts, ends and is sustained by an ongoing dialogue with our customers — the men and women who constitute Colorado's largest workforce.

In the past two years alone, for instance, I met personally or exchanged e-mails with more than 25,000 state employees and held more than 150 town-hall meetings across Colorado. My goal has been to be a more effective advocate for state employees and taxpayers at Governor Owens' cabinet table and in the Colorado General Assembly. The results include:

- Saving Colorado taxpayers nearly \$30 million dollars through more efficient and innovative business processes that, while increasing service delivery and customer satisfaction, have reduced DPA's total General Fund employment by 17 percent.

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Goodbye, from p. 1

- Successfully completing Colorado's statewide fiberoptic telecommunications infrastructure, the Multi-Use Network (MNT) — bringing high-speed Internet and broadband access to all 64 Colorado counties and dramatically lowering rates for public and private users alike in rural communities throughout Colorado.
- Reforming Colorado's "total compensation" system so that every classified state employee will finally be offered a competitive salary and health-benefits package for the first time since 1994.
- Restoring insurance rate parity to state employees living outside the Denver metropolitan area so that all employees have access to more affordable health care wherever they live and work.
- Developing a performance-based salary system that can finally provide meaningful financial incentives for higher-performing state employees.
- Starting to modernize Colorado's World War I-era civil service system to provide more cost-effective services to employees and taxpayers alike.
- Ensuring for the first time that Colorado's administrative law system is held to the same professional and ethical standards as the state courts.
- Restructuring the rates which DPA charges its customers for business services — everything from network and telecommunications charges to printing, document reproduction and imaging — to reflect accurately the actual cost of those services and, whenever possible, to encourage competition from the private sector that saves money and improves quality.

None of this — absolutely nothing — would have been accomplished without you. Thanks to all of you, we've weathered the budget storm and are steering toward calmer seas. It's been a heck of a ride and I'm grateful to each of you for the privilege. Thanks for making me look good and for treating me better than I deserve.

Best always,



*"Troy has been a vital part of my administration for nearly five years. He is highly respected throughout the state for his integrity and intellect. He has been, and will continue to be, a great asset to the people of Colorado."*

Governor Owens

## ON-LINE BENEFIT ENROLLMENT NOW AVAILABLE

BY MARK GELBAND, EMPLOYEE RELATIONS AND COMMUNICATIONS, DHR

In an effort to save valuable time and money, DPA has committed to the Legislative Audit Committee the elimination of paper-based materials for the annual open enrollment of health care benefits and convert to an entirely "paperless" on-line open enrollment process. That web site can be found at [www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr).

Employees are asked to visit this site to review benefit options in preparation for the open enrollment period, which will run from October 20 through November 7. Because DPA will not be mailing any open enrollment packets to employees' homes this year, enrollment material can only be found at this site.

In the coming weeks, all state employees will be receiving a summary of their current benefits as well as instructions on how to access the enrollment site and how to enroll

using the system. If you do not have Internet access at work or home, a list of locations that provide public access to the Internet will also be provided.

Employees who have no changes this year will automatically be re-enrolled in their current benefit plans. Employees who wish to change their pre-tax status, who are currently enrolled in Rocky Mountain HMO, or who are enrolling or re-enrolling in a flexible spending account will need to access the system to make those changes.

While some trepidation from employees is expected, DPA's Employee Benefit's unit will be working with departments' HR, payroll and benefits professionals to ensure all employees get the information they need to make the choices that work best for them and their families.

## Employee of the Month: DCS's Don Thordsen

Don is the September Employee of the Month because of his hard work and dedication to ensuring that the IDF mail equipment passed the U.S. Postal Service's annual test.

Each year the Postal Service tests all multi-line optical character recognition (MLOCR) machines for readability and accuracy of barcodes. Don facilitates this process to make sure that the State's equipment will be certified.

After submitting a current class certificate along with machine ID and serial number, Don requests a test deck from the Postal Service. The test decks are mailed to each test site and remain sealed until the day of the test. The test decks are comprised of 3,500 pieces of mail that have both good and bad addresses in order to confuse the equipment being tested. This year posed some challenges to the testing process because of a new camera installation. Don modified the sort schemes in order to prevent the new equipment from interfering with the testing process. In addition, Don spent the evening before the test making any necessary repairs, replacing worn parts, installing software and calibrating the machines and cameras to the correct specifications for the testing.

On the day of the testing, a postal representative opens the test deck and after verifying machine data, the test begins. The machine must code a minimum of 2,800 pieces of the 3,500-piece deck. The coded pieces are graded for accuracy and must pass at a 98% or higher score to get licensed for

the following year. Once the test deck is completed, the site is responsible for mailing in the deck. If a passing score is achieved the site will be certified, if not, another deck will be sent, and the test must be repeated at a considerable cost.



*Don (left) after receiving his certificate from Troy.*

Due in great part to Don's efforts, IDF equipment passed the test the first time. This is especially significant because 50% of other sites tested failed the initial test. Thanks to Don's continued hard work and dedication to the effective operation of the mailroom, IDF has once again come out on top.

**Other Nominees:** **Gene Kollar** of DoIT for his great knowledge base and attention to detail; **Dave Grier** of DFP for going above and beyond the call of duty during this year's close; **Gabby Chavez** of DOAH for doing a great job covering during staff shortages due to vacations; **Vinita Biddle** of DHR for her extensive knowledge of benefits and willingness to spend whatever time is necessary to ensure the Benefits program runs with accuracy and integrity.

## GARY YEAGER IS GOING FISHING

After years as the "go to guy" for Capitol Complex, Gary Yeager has decided to go fishing. While his retirement isn't official until October, Gary is using some leave and left his post on August 31.

Gary served as Capitol Complex supervisor and is responsible for the housekeeping and grounds crews. "Gary was always pleasant to work with," said Frank Wanczyk, the daytime custodial manager, "and he always responded to our needs."

"Gary was a tremendous resource," said Frank Lombardi, Capitol Complex Manager, "he will be missed."

"Gary has been a great guy to work with," said Robert Abeyta. "He always has a great attitude and was willing to come in on weekends and special occasions when needed. It's easy to understand why he was such a well

liked and respected supervisor."

As the trophies hanging on his walls will attest to, Gary loves to fish. His future plans include indulging himself with his favorite hobby on the lake near the home he and his wife have purchased in Missouri.

Thanks, Gary, for all your years of service.



*Gary gets some last minute work done before heading out.*

## KUDOS/NOTES OF APPRECIATION

Mr. (John) Ivy:

I would like to commend Joyce Miller (of DFP) on doing an exceptional job. She has helped me numerous times. She has gone out of her way to assist me. When I have left a message on her phone, and she has the day off, she will still call and help. Joyce goes way above and beyond the call of duty. She is a true professional. She has made my job easier, knowing that I can count on Joyce to either have the answer or she will find the answer and call me back!

Thank you,  
Anita Khan  
Colorado Department of Transportation

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To: Linda Summers,

I am the Accounting and Purchasing Manager at the Department of Natural Resources. I wanted to let you know that we have been working with Lenora Lancaster to resolve some difficult issues that our department has created in using the new travel card. Lenora has been patient, professional, knowledgeable, and extremely helpful in our efforts to implement the program. She has provided excellent customer service and helped us immensely in coming up with a strategy that will work for DNR. She has made herself available to us even though she is very busy with her own projects and priorities for the program.

I am sending you this because I believe that good employees often don't get the praise they deserve from fellow employees. Good customer service makes so much difference and we at DNR appreciate Lenora's help in our efforts.

Sue Griswold  
Department of Natural Resources

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To: Linda Summers,

This is a quick personal missive to say Rita and Jerry of your mail services are appreciated! They always are here with a smile and friendly word. I quite often seem to show up with something just at the time they are packing and ready to leave (I do not know how I do that). They always have the time for "one more". Most of our current carriers are great, and should be thanked! Please extend the thank you to them.

Karen Whitaker  
State Controller's Office, DPA

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To: Cynthia Wunderlich,

Just wanted to update you and thank you for your assistance and to let you know that I appreciate you. Joe (Jerome) is one of the best employees from Capitol Complex that I've had contact with in the years I've been here - right up there with the two Capitol Complex painters that used to paint our offices!

Jeanne Barish, Budget Analyst  
Department of Revenue Budget Office

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To: Phil Holtmann,

Phil, you and Clark Bolser absolutely added value! I appreciated how pro-active you were in helping us with the reviews and approvals that were necessary to proceed.

See you again, soon.

Judy Van Gorden  
University of Colorado

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Dear Mr. Eid:

We recently had the pleasurable experience of having interaction with many people in the State of Colorado's employ. This letter is to document and acknowledge the professional attitude exhibited by these people along with many other noted and appreciated traits. Your employees were knowledgeable, friendly, cooperative, willing to assist and extend any and all effort. Their effort to assist us exceeded our expectations.

It is refreshing to find this type of service and these proficient qualities being available and provided to the public. They are to be commended for the jobs they do and the services they render.

As a result we wish to commend the following people for their assistance: Mr. George Orlowski, Mr. Lance Christensen, and Ms. Erin McDanal.

Hopefully, we did not leave out anyone who was of assistance to us. Please consider a commendation letter for each of these individual's files. They are deserving of the commendation and most certainly have our thanks and respect.

Very truly yours,

Robert A. Weinberger  
Weinberger & Serruto



## DoIT SAYS GOODBYE AND GOOD LUCK TO GENE KOLLAR

Gene Kollar of DoIT retired on August 31. Gene's primary responsibility was billing and reporting of all system workload activity on the mainframe, as well as software system installation, but he is best known for his great knowledge base and unbelievable attention to detail.

"Gene's ability to maintain accuracy even in high stress situations was invaluable," said Mike Shaw, his manager. "Gene was the one that did all the groundwork and detail work that makes a lot of our jobs much easier. He was always going out of his way to help resolve problems and willing to take the time necessary to help. These qualities coupled with his easy-going attitude will be sorely missed at DoIT."

Now that he has some extra time on his hands, Gene plans to make improvements that will make his home more



energy efficient. As an avid skier, he also expects to hit the slopes a lot this winter.

We all wish Gene a happy retirement and many snow filled days to enjoy.



### Pueblo Picnic

Always a highlight, the Pueblo employee appreciation picnic didn't disappoint - participants were treated to a beautiful fall day, plenty of good food and games.

*Photos courtesy of Teddy Abad-Perez*



## BODY OF EVIDENCE

BY PAUL FARLEY

Terrence Mullins had a problem. Head of a counterfeiting ring, he was running out of money ever since his master engraver, Ben Boyd, had managed to get caught passing bogus money and sent to prison. Mullins and his partner, Jack Hughes, desperately needed to find a way to free Boyd, or they would be both broke and out of business. At a bar in Chicago called "The Hub," Mullins hatched an ambitious plan: they would kidnap the President, and hold him until the government paid a ransom in gold and released Boyd.

A short time later, Hughes met Lewis Swegles, who said that he had recently been released from a Nebraska prison and was looking for a way to make some easy money. Hughes took Swegles to meet Mullins, who explained the thorough and apparently fool-proof plan: it was known where the President would be on the night of November 7, a night when there would be no moon. They would break in, kidnap him, and take him to a hiding place in northern Indiana for safekeeping. Mullins would pose as an innocent bystander forced to serve as messenger between the kidnappers and the authorities; in fact, if all went well, Mullins would be hailed as a hero for helping "negotiate" the President's return.

On the morning of November 7, posing as tourists, the men visited the building where the abduction was to take place, carefully studying its design and figuring out the best way to carry out the crime. It was decided that Mullins and Hughes would break in through a first floor entrance while Swegles stood as lookout and, when the time was right, brought the horses and wagon around.

That night, the men succeeded in forcing their way into the President's room undetected. Mullins and Hughes picked up their victim and prepared to carry him off, and sent Swegles to get the wagon. After a few minutes, eight Secret Service agents suddenly appeared outside with their pistols drawn, shouting at the men to come out with their hands up. There was no response. The agents charged into the room, and found the President, apparently unharmed, but no would-be kidnappers. Having waited for Swegles for several anxious minutes, Mullins and Hughes had left their victim and were waiting under a large oak tree about a hundred feet away. Seeing the Secret Service agents, and assuming that Swegles had been captured, they snuck away and secretly returned to Chicago.

The next day at The Hub, they saw Swegles, who told them that by the time he had returned with the wagon, no one was there. Later that night, when the trio again met at the bar to celebrate their escape, the Secret Service and the Chicago Police Department were waiting for them. Mullins and Hughes were charged and convicted of *larceny*

*and conspiracy*, and were sentenced to *one year in prison*. Swegles walked away.

This outcome seems remarkable when you consider that these men quite nearly succeeded in kidnapping President Abraham Lincoln. Even more remarkable is the fact that the Secret Service became involved, and eventually foiled their plans, not because of the threat to the President, but rather because the agents had been working to break the counterfeiting ring.

Well, it might help if you knew that the year was 1876, *eleven years after Lincoln's death*. Mullins had planned to break into Lincoln's tomb in Springfield, Illinois, steal the body, and bury it in the shifting sand dunes near the shores of Lake Michigan. By carefully noting natural landmarks, distances and directions, they could retrieve the body after the wind had erased any clues as to its whereabouts.

After Boyd was convicted, the Secret Service (which is part of the Treasury Department and therefore responsible for stopping counterfeiting), sent one of their agents, Swegles, to work undercover. Instead of counterfeiting, Swegles found that the group was planning a much bigger – and bizarre – crime. He gave the Secret Service the details of the plot, and eight agents hid near the tomb.

On the night of the 7<sup>th</sup>, Mullins, Hughes, and Swegles snuck into the cemetery, and began working on the tomb's padlock. Mullins broke the hacksaw blade, and was forced to resort to filing the lock. Finally, they were able to open the door, and Mullins shoved a lantern into Swegles' hand, telling him to shine the light onto the marble sarcophagus. Then, with great effort and difficulty, Mullins and Hughes were able to pry open the lid. They took the coffin partially out, and sent Swegles for the wagon.

The Secret Service agents anxiously waited outside. They could see men working on the door of the burial chamber and later, could hear hammering on the marble sarcophagus. Finally, they saw Swegles circling around to the front of the building, where he lit a cigarette – the agreed upon signal. The agents rushed in, but found only the dismantled sarcophagus and unopened coffin.

When Mullins and Hughes were finally arrested, the most serious charges possible were larceny and conspiracy because, at that time, there was no law against grave robbing. And they would have pulled it off, if it hadn't been for Lewis Swegles, who foiled one of the strangest kidnapping plots in American history. In the end, Mullins and Hughes were able to rejoin their old friend Ben Boyd after all.

*Background information taken from "The Great Abraham Lincoln Hijack" by Bonnie Stahlman Speer (2<sup>nd</sup> ed. 1997).*